

**Request for Proposals**  
**to administer**  
**Refugee Social Services and**  
**TAG Employment and Training Program “Road to Work”**  
**In Calendar Year 2007**

**State of Wisconsin**  
**Department of Workforce Development**  
**Division of Workforce Solutions**  
**Bureau of Migrant, Refugee and Labor Services**  
**September 11, 2006**

**Proposals must be received**  
**no later than 4:00 p.m. (Central Time) on October 16, 2006**

**LATE PROPOSALS WILL BE REJECTED.**

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Refugee Social Services and  
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**Bureau of Migrant, Refugee and Labor Services  
Refugee Services Grant Program  
Anticipated Timetable**

GRANT PERIOD: January 1, 2007 – December 31, 2007

Listed below are specific and estimated dates and times of actions related to this RFP. This timeline was drafted before confirmation has been received concerning our grant applications to the Office of Refugee Resettlement. Agencies responding to this RFP should query the Bureau of Migrant, Refugee and Labor Services for the latest information concerning the success of our grant applications:

<http://www.dwd.state.wi.us/dws/programs/refugees/default.htm>

<b>RFP Issued</b>	<b>September 11, 2006</b>
<b>Applications Due</b>	<b>October 16, 2006</b>
<b>RFP Applications Evaluated</b>	<b>October 26, 2006</b>
<b>Announcement of Tentative Awards</b>	<b>October 30, 2006</b>
<b>Grant Agreements Issued to Providers For Signature</b>	<b>December 15, 2006</b>
<b>First Year Grant Period Begins</b>	<b>January 1, 2007</b>
<b>Program Reports Due</b>	<b>Quarterly--30 days following the end of the quarter</b>
<b>First Year Grant Period Ends</b>	<b>December 31, 2007</b>

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## **Part 1: General Information**

### **1.1 Background**

The Bureau of Migrant, Refugee and Labor Services (BMRLS) will provide grants originating from federal funds from the Office of Refugee Resettlement's (ORR) discretionary and formula grant programs. Social Services formula funds provide the core integration and self-sufficiency services, including bilingual case management, English as a Second Language (ESL), employment and training, citizenship assistance, and interpretation services, which every refugee and asylee needs to obtain self-sufficiency. This funding is divided into two categories: to fund social services and case management services for all eligible refugees; and to provide employment and skill training services for employable adults.

Discretionary grant funding under the Road to Work is intended to support specialized employment and training services targeted at difficult to serve women and young adults, where there exists a high quality vendor and a demonstrated specific need for supplementation of available resources for services to refugees. Factors demonstrating need include: unusually large refugee populations (including secondary migration), high refugee concentrations, and high use of public assistance by refugees.

The funding contained in this announcement allows for a considerable expansion of services over current levels in the refugee program. We anticipate that this expansion will enable a significant increase in the amount of language and skill training funded for refugees.

### **1.2 Purpose**

Services provided under this RFP will generally be available to all eligible refugees, asylees, victims of trafficking, Amerasian and Cuban entrants, including secondary migrants. For the purposes of this RFP, the term 'refugee' is intended to encompass such additional persons who are eligible to participate in refugee program services. However, some of the programs have specific target populations or eligibility restrictions identified in the guidance outlined under each program component description below. The intent of this announcement is to:

- a) develop a set of social and supportive services targeted for new arrivals in the communities in which new populations are settling;
- b) develop intensive employment and training services designed to prevent long-term welfare dependency, which are available to qualified refugees wherever they reside; and
- c) develop effective discretionary employment programs for difficult to serve women and young adults in selected communities.

The purpose of this RFP is to solicit proposals and select agencies to administer the programs described in parts two, three and four, in the designated geographic areas described in Section 1.5, Eligible Applicants.

### 1.3 Refugee Programs in 2007/Available Funding

Awards are contingent upon funding from the Office of Refugee Resettlement. The tentative funding announcement for refugee social services contains sufficient funding for the allocations anticipated in this announcement. The DWD has received funding under the Road to Work program.

Under this announcement, DWD invites applications for a one-year project period, beginning January 1, 2007. Continuation grants beyond the first year may be entertained in subsequent years on a noncompetitive basis, subject to availability of funds, satisfactory progress and performance of the grantee, and a determination that continued funding would be in the best interest of DWD.

The total maximum amount of funds awarded through this RFP in each geographic area is identified in Attachment A. Agencies may apply for funding under the Road to Work program either separately, or in conjunction with services proposed to be funded under the social services case management and employment and training program. Agencies which elect to apply for services funded under social services must include a comprehensive approach which includes both case management and employment and training services. They may apply for one or more geographic areas.

Attachment A outlines anticipated regional service delivery areas. BMRLS projects that there will be funding available to award a Social Services and Employment and Training project in each service delivery area. The Bureau plans to fund one top-ranked proposal per region. However the Bureau may choose to fund more than one proposal in regions that have large refugee populations if the Bureau determines that the consortia has adequately demonstrated how the various refugee populations will be served. Social Services funds will be awarded only in the identified regions in which populations of refugees reside who have been in the United States for five years (60 months) or less.

Intensive employment and training services under the Road to Work will only be awarded to 4-6 selected projects, based upon the quality of the applications received.

Eligible applications may be funded in whole or in part and the DWD reserves the right to negotiate final budgets with selected grantees.

The DWD reserves the right to not award funds in any program component or in any region, if it determines that the proposals do not meet the needs of the Department.

Awarded grant funds received may not be used to pay off prior debts, prior activities performed, prior expenses incurred, or items acquired before or after the grant period. Federal requirements prohibit the use of the funds for the purchase or improvement of land or for the purchase, construction, or major remodeling of buildings, or payment for food and entertainment.

Funds may not be used for religious instruction or for the purchase of materials for religious instruction. Grant funds may be used to provide legal advice to the applicants, but the funds may not be used to support any legal actions taken against the federal or

state government. Use of these funds is restricted under federal law and regulations including OMB Circulars A-87, A-102, A-110, A-122 and A-133.

The Bureau of Migrant, Refugee and Labor Services will distribute grants to local agencies that administer programs in their communities/service areas, identify a refugee population that require services, and best describe a strategy to meet those needs. Preference will be given to programs that develop collaborative arrangements to provide comprehensive services to refugees from diverse backgrounds with multiple languages.

### **1.4 Issuing Agency**

The Bureau of Migrant, Refugee and Labor Services (BMRLS) has issued this Request for Proposals (RFP) for the State of Wisconsin. The BMRLS is the sole point of contact in the State of Wisconsin and is responsible for managing the selection and award process for this RFP and will administer the grant for the duration of the award period.

### **1.5 Eligible Applicants**

All local governmental, non-profit, for profit or community based organizations (CBOs) are eligible to apply.

Applicants are encouraged to develop partnerships with other refugee agencies or CBO's in order to develop efficient delivery systems over larger geographic areas in order to ensure that targeted refugees throughout the state receive services. The DWD has identified specific service regions, but applicants may adjust their service areas if they can demonstrate that they will efficiently address a significant refugee population.

### **1.6 Priorities**

The RFP applicant must address service needs and current available resources and partnerships. Section 2 of the narrative should include a description of the relationship of this funding with other funding sources and services that your agency manages. In particular, describe how these funds will fill gaps in the current array of services available to refugees.

Collaboration is required between Voluntary Resettlement Agencies (VOLAGS), Mutual Assistance Associations (MAA), refugee-run organizations which represent all refugee ethnic groups resettled in Wisconsin, refugee community leaders, Wisconsin Works (W-2) agencies, Workforce Development Boards (WDB) and the Wisconsin Job Center system. Service integration must be addressed through: inclusion of the VOLAG(s), MAA(s), refugee-serving W-2 agency and WDB in the applicant consortium; inclusion of all four parties in the planning process, and/or inclusion of all four parties in a Memorandum of Understanding. At a minimum, Memoranda of Understanding between the RFP respondent (applicant) agency, VOLAGS, the W-2 agencies and WDB, outlining the referral process between agencies, interpretation and translation services, and coordination of case management activities for mutual customers are required. Applications that propose partnerships, which link applicants for this RFP with the resettlement agency, the refugee leadership, Workforce Development Board, W-2 agencies, technical schools and literacy councils, will receive priority consideration.

## Refugee Services Request for Proposals

The RFP applicant is encouraged to identify other partners to provide collaborative services to the diverse refugee language population and to provide wide geographical coverage.

### 1.7 APPLICATION SUBMISSION

*Appearance.* Each application narrative should not exceed 25 pages (approximately 5 pages for Agency Capabilities component, 10 pages for Social Services program (including Employment and Training), and 10 pages for TAG Road to Work program). For, example, if you are applying for the Social Services and Employment and Training program only, your application narrative should not exceed 15 pages (approximately 5 pages for the description of agency capacity and 10 pages Social Services program description). If you are applying for both Social Services and Road to Work components, the total limit is 25 pages. Attachments and appendices should not exceed 25 pages and should be used only to provide supporting documentation such as administration charts, position descriptions, resumes, and letters of support or partnership agreement/memo of understanding. A table of contents and an abstract should be included but will not count in the page limitation. Application forms, including the Narrative Budget Justification, are not to be counted in the page limit as well.

*Number of Copies.* The applicant must submit one (1) original and 5 complete, stapled copies of the application. Copies, like the original, should be single-sided sheets.

*Due Dates.* Applications must be received by 4:00 p.m. Central Standard Time on **October 16, 2006.**

*Delivery.* Proposals may be hand delivered or mailed. We will not accept faxes or e-mails of the application or portions of the application. Applicants should allow enough time for delivery by the United States Postal Services.

It can take three to five days to receive mail from outlying areas. Mail applications to (use this full and exact address or proposals may become lost or delayed):

Department of Workforce Development  
Division of Workforce Solutions  
Bureau of Migrant, Refugee and Labor Services  
ATTN: Elena Frishman  
201 E. Washington Ave.  
PO Box 7972  
Madison, WI 53707-7972

Note: For delivery by services other than the United States Postal Service (such as Federal Express or UPS Express), use the hand delivery address listed below:

Department of Workforce Development  
Bureau of Migrant, Refugee and Labor Services  
ATTN: Elena Frishman  
201 East Washington Avenue, Room G100  
Madison, Wisconsin 53703



Supplemental and Clarifying Information. Applications that are received after the due date will not be reviewed and will be returned to the applicant. Unless requested by BMRLS no additional information will be accepted from an applicant after the deadline. No exceptions will be allowed.

### **1.7.1 Technical Assistance**

Contact Elena Frishman at (608)261-9462 with questions concerning application guidelines or other technical assistance regarding this RFP. Questions can be faxed to (608) 267-4897. No collect calls will be accepted. Questions should be submitted in writing and a 'RFP Questions and Responses' document will be posted on the BMRLS internet website:

[http://www.dwd.state.wi.us/dws/programs/refugees/Refugee/partner/bmrls\\_rfp.htm](http://www.dwd.state.wi.us/dws/programs/refugees/Refugee/partner/bmrls_rfp.htm)

A description of the refugee programs currently operated by BMRLS, a copy of this Request for Proposals, and a Question and Answer document addressing issues related to this RFP are available at the BMRLS internet website:

<http://www.dwd.state.wi.us/dws/programs/refugees/default.htm>

### **1.8 Applicant Responses**

Proposals submitted in reply to this RFP shall respond to the specifications stated herein. Failure to respond to the specifications may be a basis for an application being eliminated from consideration during the selection process. In the event of a grant award, the contents of this RFP (including all attachments), RFP addenda and revisions, and the proposal from the successful vendor(s) will become contractual obligations.

DWD reserves the right to negotiate the award amount, the programmatic goals, and the budget items with the selected vendor(s) prior to entering into an agreement. Justifiable modification may be made in the course of the grant agreement only through prior consultation with and written approval of BMRLS. Failure of the successful vendor to accept these obligations may result in cancellation of the award.

### **1.9 Application Withdrawal**

Proposals may be withdrawn by written notice. Proposals may be withdrawn in person by the respondent or his/her authorized representative, providing his/her identity is made known and he/she signs a receipt for the proposal.

### **1.10 Notification and Public Information**

Each respondent will receive written notice of the determination of approval or non-approval for funding of the proposed project. It is the intention of the DWD to maintain an open and public process in the submission, review, and approval of grant awards. All materials submitted by applicants will be made available for public inspection after notice of intent to award or not to award a grant based on the evaluation of the applications that were submitted.

### **1.11 Waiver of Informalities**

BMRLS reserves the right to accept or reject any or all responses to the RFP, waive minor informalities, and to accept only the most qualified applications in the judgment of BMRLS. The determination of whether an RFP condition is substantive or a mere formality shall reside solely with BMRLS.

### **1.12 Incurring Costs**

The State of Wisconsin is not liable for any costs incurred by applicants in replying to this RFP.

### **1.13 Proprietary Information**

Any restrictions on the use of data contained within a request must be clearly stated in the proposal itself. Proprietary information submitted in response to a request will be handled in accordance with applicable State of Wisconsin procurement and Wisconsin public records law. Proprietary restrictions normally are not accepted. However, when accepted, it is the respondent agency's responsibility to defend the determination in the event of an appeal or litigation. Data contained in a proposal, all documentation provided therein, and innovations developed as a result of the contracted commodities or services cannot be copyrighted or patented. All data, documentation and innovations become the property of the State of Wisconsin.

Any material submitted by the vendor in response to this request that the respondent agency considers confidential and proprietary information and which qualifies as a trade secret, as provided in section 19.36(5) of the Wisconsin Statutes, or material which can be kept confidential under the Wisconsin public records law, must be identified on the Designation of Confidential and Proprietary Information form DOA-3027(see Attachment K). Proposal prices cannot be held confidential.

### **1.14 News Releases**

News releases pertaining to this award or any part of the proposal shall not be made without the prior written approval of DWD.

### **1.15 Grant Agreement Obligations and Grant Payments**

Recipient agencies that receive funding from this RFP will be required to enter into a Grant Agreement with DWD.

## Part 2: Agency Capabilities

All RFP respondent/applying agencies will complete this section. In addition, each agency will complete the questions in Section 3 and /or in Section 4, depending upon the particular program(s) for which the agency is applying.

### 2.1 Organizational Description and Structure

**2.1.1 Summary.** The applying agency must have an organizational purpose and structure conducive to administering refugee-related programs. The applying agency and any partners must have successful experience in the administration of programs similar in nature to refugee and employment and training programs.

**2.1.2 Response Items.** Describe your agency's past experience in administering refugee programs or other related programs serving Limited English Proficient (LEP) populations. Include:

- a) a description of your organization, indicating what makes it especially suited to administering refugee-related programs. Describe your experience in serving refugees and/or the Limited English Proficient Population.
- b) your agency's experience in administering government grants.
- c) the services your agency will subcontract, (if applicable). If some or all of the functions are subcontracted, describe the process your agency will/has used to select providers.

### 2.2 Consortium Arrangements

**2.2.1 Summary.** Responding agencies have the challenge of addressing a diverse refugee population in a large geographic area. To accomplish comprehensive service delivery, a consortium of participating agencies which have experience providing appropriate culturally competent services is encouraged.

Such consortia may consist of agencies which will collaborate to provide broader geographic coverage, agencies which combine to expand the breadth of language capabilities they can provide; agencies which combine natural connections with a variety of refugee populations, including arriving refugees; agencies which combine particular program expertise in order to enhance services. The ability to effectively organize and manage a consortium approach to provide comprehensive services is a significant factor.

Any respondent applying to provide social service case management and employment and training services who proposes a consortium which includes a voluntary agency (if one is active in the area) and at least one refugee-run organization will receive a bonus of 5 points.

Each consortium will have a lead agency. The lead agency is programmatically and fiscally responsible for fulfillment of all aspects of the grant. The lead agency is responsible for the award(s) allocation among partner agencies and for submission of the programs' performance quarterly reports to BMRLS. Moreover, the lead agency shall monitor the performance of sub-grantees under the contract between DWD and

the consortium and oversee programs. Also, the lead agency should serve as a single point of contact. The lead agency is also responsible for conducting regular meetings with refugee community leaders and service providers in its consortium service area. The partner agencies must participate in all activities organized by the lead agency and comply with the consortium guidelines, including but not limited to timely submission of quarterly program performance and monthly fiscal reports and all other materials and/or documents requested by the lead agency. Partner agencies are responsible for the needs assessment in their respective refugee communities and developing services to address these needs.

Services should be readily accessible to refugees in the locations they reside and in the languages they speak. Refugee populations change over time and all service providers must provide linguistically and culturally competent services in the language of any refugee who seeks services. Staffing should initially be planned to reflect the diverse language needs of the refugees currently residing in the targeted service area.

### **2.2.2 Response Items:**

- a) Identify all partners in the proposed consortium. Indicate the roles and responsibilities of each. Describe how the proposed consortium will enhance services, assure services are provided to newly arriving refugees, maximize clients to be served and increase the efficiency of service delivery of partner resources.
- b) Identify the lead agency, which will be responsible for ensuring that all provisions of the contract and program outcomes are met. Indicate how joint planning and decision-making of the consortium will be conducted. Indicate how you have identified priority needs of refugees and allocated goals and financial resources. Include a letter of intent from the Board of Directors of each participating agency.
- c) Include an agency description and organizational chart for each agency included in the consortium depicting the agency's staffing plan for refugee programs, including the organizational units and supervisory responsibilities, and position titles. Provide a service delivery area chart depicting your agency's and partner agencies planned city(s) and physical sites for delivery of refugee programs and the services to be provided at each, including the proposed city(s) and physical sites where supervision and administrative staff and related services are needed.
- d) Describe how clients will be referred to different agencies and how shared staff resources will be allocated/prioritized so that all refugees have access to services in the language they speak.

## **2.3 Coordination and Collaboration**

**2.3.1 Summary.** The refugee agency must establish and maintain effective relationships with community service providers and other partners. Refugee programs require the refugee agency to coordinate effectively with a number of key agencies. These agencies include the VOLAG, the W-2 agency, health and mental health providers, schools, mutual assistance associations, police, Workforce Development Boards; County Social/Human Services; Technical Colleges; Literacy Councils; Job Centers; community action agencies; Division of Vocational Rehabilitation (DVR); and other agencies applicable to the area of the respondent agency's program.

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Employment and training services must be coordinated with the Job Center network, including the W-2 agency and WDB. Agencies are required to ensure participation of refugee-run organizations/lead agencies, which represent all refugee populations, Workforce Development Boards, W-2 agencies, technical schools and literacy councils in the refugee program services planning process

### **2.3.2 Response Items:**

Describe the planning process you utilized in developing this proposal, identifying all participants. Describe your agency's plan for coordinating services with each of the above agencies/programs. Indicate what agencies you routinely collaborate with, how often you meet, and how you ensure that all agencies are involved in the coordination of services to refugees.

## **2.4 Quality Assurance/Monitoring/Reporting**

**2.4.1 Summary.** The responding agency must plan to measure its program effectiveness and assure accountability for services provided by the lead agency and all partners. The responding agency must implement an internal management system to assure oversight of the agency's performance of refugee related programs, including systematic identification and implementation of improvements needed, regular reviews of performance standards, feedback from refugees and refugee leaders, outcomes and contract compliance, and timely notification to the Department Contract Manager of performance problems.

### **2.4.2 Response Items:**

Describe your agency's plan for monitoring the following areas:

- a) Determining client eligibility and establishing case files. Briefly describe how your agency will manage cases, including whether applicants and prospective applicants are being offered the full range of community services; and the effectiveness of services being provided.
- b) Meeting refugee program performance goals. Describe your agency's plan to periodically review refugee program status and how your agency will implement changes and updates to your plan.
- c) Completing Quarterly Performance Reports. Identify the system for assuring timely and accurate reporting and the method for ensuring that any performance problems are promptly addressed.
- d) Using information from customer feedback, Department monitoring, complaints, audits and other sources to assess agency performance and make improvements.
- e) Expenditure Reporting. Briefly describe the lead staff responsible for compiling specific program expenditure reports, the agency's review process before submitting to DWD, and the method of delivery to DWD (e-mail, fax, or U.S. Mail).

## **2.5 Staffing and Personnel Systems**

**2.5.1 Summary.** The refugee agency must employ bilingual staff in the languages of the targeted populations. Hiring, pay, travel reimbursement and other employment practices must be in accordance with the agency's written personnel policies. The

## Refugee Services Request for Proposals

refugee agency must train staff in accordance with the Department's Policies and Procedures, including training on case management practices, confidentiality and ethics, and Civil Rights compliance for administrators.

All staff who interpret as a substantial part of their job duties must be trained as qualified interpreters. The Department provides training opportunities for new and experienced workers. The refugee agency must ensure all staff complete prescribed Department training.

### 2.5.2 Response Items

- a) Describe how your consortium will maintain bilingual staffing to meet the needs of current and arriving refugees;
- b) Provide a description of the process for hiring new staff and filling vacancies with appropriate bilingual staff that can serve the local refugee population.
- c) Provide a description of your agency's employee performance evaluation process.
- d) Describe your agency's plan for training, including Department required training. Include the following in your response:
  1. types of training your agency will provide staff that is not provided by the Department; and
  2. your agency's plan for orienting staff of agencies in the Job Center(s), partners, service providers and subcontractors on the services of your agency, and conversely, of orienting your agency staff to the services provided by Job Centers.

## 2.6 Need for Proposed Services and the Target Population

**2.6.1 Summary.** Refugee services should be focused upon the needs of the recently arrived populations, and those with the greatest need. Services funded under this RFP may only be provided to refugees who have not obtained citizenship and to their children. See Attachment B (Refugee Target Population/Allowable Services/Expected Outcomes) for specific eligibility criteria for each project component. Services must be targeted to areas in which there is a significant eligible refugee population and a significant identified need.

Funding will not be awarded unless the applicant can demonstrate that there is a population which is eligible and in need of the service to be provided. Funds will not be granted to any agency to provide the same services for which the agency will receive a direct grant from the Office of Refugee Resettlement, unless the agency can document a specific and significant need which is not met by the ORR funding.

### 2.6.2 Response Items:

- a) Describe your methods to plan the programs' activities and how you set priorities for services. Indicate what community agencies were involved in the planning process and how you included the input of refugee leaders from all refugee populations.

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- b) Identify the specific needs of the refugee and asylee population you will address. Describe how you have assessed the need for services for the identified group of refugees in your community (identify by number, age, ethnicity, language, location, particular needs, etc.). Describe the unique needs of this population that you will address with proposed program activities.
- c) Explain what resources currently exist to meet the identified needs. Include whatever specific data are available to document that there are unmet needs in the areas you are proposing to serve. If there are currently existing services in the area which focus on enhancing academic, social and employment skills or strengthening relationships, explain why there are still unmet needs for these services and indicate the gaps between service needs and existing programs.

Or, if your agency is currently providing some services, provide a full discussion of what new or expanded needs you plan to meet through this project. If expanding upon existing services, explain what this expansion will consist of and why the expansion is needed.

- d) Indicate how you will contact under-served populations and identify clients to be enrolled. Indicate how you will determine eligibility for your program. Include any income criteria, risk factors, demographic or program information or other criteria that you will use to determine eligibility. Indicate how you will document that clients meet refugee eligibility criteria. At a minimum, agencies must maintain a client file with the names, Social Security Numbers, photocopies of both sides of I-94 or I-551 cards, and addresses of clients served.

## **Part 3: Comprehensive Refugee Social Service and Employment Programs**

### **3.1 Social Services (Case Management and Supportive Services)**

#### **3.1.1 Social Services Program Description**

Refugee social services provide comprehensive services to help newly arrived refugees obtain self-sufficiency as quickly as possible. Eligibility for refugee social services includes persons who meet all requirements of 45 CFR 400.43. In addition, persons granted asylum are eligible for refugee benefits and services from the date that asylum was granted. Victims of a severe form of trafficking who have received a certification or eligibility letter from the Office of Refugee Resettlement are eligible from the date on the certification letter.

Agencies may provide services to refugees who have been in the U.S. up to 60 months (five years or less). In addition, there is no time limitation for referral, interpreter and citizenship and naturalization preparation services for all refugees. Social Services funds will only be awarded in areas in which there is a significant population of time-eligible refugees (i.e. in the US five years or less). Services to refugees must be provided in accordance with the rules of 45 CFR part 400 Subpart I-Refugee Social Services. In accordance with 45 CFR 400.147, agencies are required to provide social services to refugees in the following order of priority, except in certain individual extreme circumstances:

- a) all newly arriving refugees during their first year in the U.S. who apply for services
- b) refugees who are receiving cash assistance
- c) unemployed refugees who are not receiving cash assistance and
- d) employed refugees in need of services to retain employment or to attain economic independence.

##### **3.1.1.1 Social Service. Case Management and Supportive Services Program Requirements**

Social Services funding can be used to help meet the changing needs of refugee families. The Case Management service is a required service of the federal Office of Refugee Resettlement (ORR) and Bureau of Migrant, Refugee and Labor Services (BMRLS).

Case Management is a systematic, progressive method of screening, assessing and planning to assist the refugee family to become self-sufficient. Case Management is client directed, and focuses on the needs of the client. Services include: coordination of services; intake, assessment, development of a Family Self-Sufficiency plan, orientation, information/referral, service arrangement, individual advocacy, follow-up and the continual monitoring and adjusting of the refugee's participation in such services. Also, case managers are expected to establish linkages to the larger community, mobilize internal and external resources and supports, share responsibility and practice collaboration, and strengthen family functioning.



A Case Management “outcome” is a significant event that requires work by both the Case manager and the refugee. It represents a significant step forward in the client's move towards self-sufficiency and community integration.

### Examples

- a) Goal: “Obtain proficiency in ESL.” If the refugee case manager helps enroll the refugee in an ESL course, and assists and monitors the refugee's progress, moving up each level of ESL is an example of a Case Management outcome.
- b) Goal: “Client will know how to get to a grocery store and will be able to shop independently.” In order to achieve the goal of traveling to the grocery store and shopping independently, the case manager may provide an orientation to the local bus service, and may require client's attendance to a personal finance class.
- c) Goal: “Obtain a Wisconsin's driver's license”. The case manager may arrange for a bilingual driver's education program, or resolve I-94 identification problems, that enables the client to successfully gain a driver's license

### 3.1.1.2 Other Supportive Services

In addition to case management, the refugee SS provider may provide the following services:

- a) Outreach services, including activities designed to familiarize refugees with available services, to explain the purpose of these services, and facilitate access to these services;
- b) Information and referral services. This can also include a comprehensive program of orientation for newly arriving refugees;
- c) Social adjustment services. Since refugees come from other countries, including many with much different cultures, prior to or concurrent with job-seeking services, the service provider may want to provide or refer the refugee to specific services that help with the acculturation process. These might include:
- d) Emergency services, including assessment and short-term counseling to persons or families in a perceived crisis or those suffering from post-traumatic stress disorder; referral to appropriate resources; and/or making the arrangements for necessary services;
- e) Health-related services, including information about the health care system; referral to appropriate resources; assistance in scheduling appointments and obtaining services; and one-on-one counseling or workshops to individuals or families to help them understand and identify their physical and mental health needs and maintain or improve their physical and mental health;
- f) Home management services, including formal or informal instruction to individuals or families in management of household budgets, home maintenance, nutrition, housing standards, tenants' rights, and other consumer education services.

- g) Transportation, translation and interpreter services, and case management services, when these are necessary for a purpose other than in connection with employment or participation in employability services.
- h) Day care for children, when necessary for participation in a service other than an employability service. This service will only be funded if it is an integral and necessary component of another program activity.

The applicant may provide any of these allowable services, based upon the needs identified in the community planning process. This can include support for culturally competent mental health services, including outreach, case management and interpretation which are integrated with the mental health service system. Specific, measurable outcomes must be identified for each service to be provided.

### **3.1.1.3 Social Service – Citizenship Assistance**

Immigration services are an essential part of the Family Self-Sufficiency Plan and are important services to include in every comprehensive refugee service system, obtaining outcomes through workshops or individual assistance.

Adjustment of status and citizenship assistance are two essential components of social services. Both components should stimulate civic participation, promoting knowledge of democratic ideas and involvement in civic activities. Obtaining U.S. citizenship is an especially critical issue for senior and disabled refugees who are at risk of losing their Supplemental Security Income eligibility after residing for seven years in the U.S., if they have not become citizens. All senior refugees (ages 55 and over), should be immediately enrolled in ESL and citizenship classes and activities, so their ability to gain citizenship at the crucial time will be more manageable. Agencies should include this elderly service component.

Activities for the Adjustment of Status include:

1. Orientation to the requirements for immunization and help getting the medical examination form signed by the designated Civil Surgeon or public health agency.
2. Transportation to and from doctor's appointment, and/or USCIS, fingerprinting facility.
3. Interpretation during the immunization/application process.
4. Assistance in completing and submitting the adjustment of status application.
5. Developing local resources for payment of fees for low-income families.  
(Note: any application, fingerprinting or medical exam fees are not allowable costs under this RFP.)

Citizenship Initiative activities include:

1. Citizenship and ESL classes. Any ESL program funded under this RFP must include pre- and post-testing using the BEST+ test and must have a method for regularly monitoring and reporting on progress. ESL is not a stand-alone service—any enrollee in ESL must also be employed, or enrolled in and concurrently receiving at least one other citizenship program component.
2. Interview curricula and individual/group preparation.

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3. Customized classes for homebound elderly and disabled refugees.
4. Accurate assistance in filling naturalization forms, request for fee and disability waivers.
5. Lessons in U.S history and civics.
6. Interpretation and transportation.
7. Community outreach to enhance awareness of the benefits of citizenship.
8. Workshops/consultations for elderly refugees on citizenship and eligibility for federal benefits.

### **3.1.2 Social Service – Case management and Supportive Services Response Items**

1. Describe the number to be served, the services to be provided, and the quantifiable outcomes of those services. In addition to your narrative, complete the chart in Attachment C and C1 to indicate the numbers to be served and the anticipated outcomes. Attachment C1 is an optional form for any agencies which plan to provide mental health services as part of the social services program.
2. Indicate how these services will fill in the gaps in other community services.
3. Indicate how you determined that these services would meet the priority, unmet needs of refugees in your community.
4. Describe the citizenship assistance program your agency will offer, including the numbers to be served, particularly elderly refugees.

## **3.2 Social Services – Employment and Skill Training Program**

### **3.2.1 Social Services Employment Program Summary**

Within 30 days of determination of eligibility for Refugee Cash Assistance (RCA) all refugees who receive RCA must be enrolled in the Social Services Employment and Training program. The SS E&T program will focus on providing culturally competent employment services to refugees who have been in the U.S. up to 60 months (five years or less).

Participants may be co-enrolled in both the Food Stamp Employment and Training (FSET) or Wisconsin Works (W-2) and in the social services employment and training (SS E&T) program.

Wisconsin will promote economic self-sufficiency through a comprehensive effort to develop employment skills and job upgrade placements. Applicants are encouraged to outline comprehensive services to all refugees regardless of language/race/ethnicity, and to build service delivery efficiencies by collaborating with other refugee service providers as well as CBO's, W-2 agencies and Job Centers.

Refugees served by SS E&T program are required to participate in Case Management and employment activities. Case Management is client directed, and focuses on the needs of the client. Services include intake, assessment, development of an Employability Development Plan (EDP), orientation to World of Work, safety instruction, English as a Second Language and Vocational English as a Second Language (ESL/VESL), skill training, on the job training (OJT), job development,

information/referral, individual advocacy, and follow-up and the continual monitoring and adjustment of the refugee's participation in employment services.

SS E&T funds will be used to implement effective and culturally competent services that address the specific language and/or employment skills needs of employable refugees. The funding in this announcement represents a significant increase in funding for refugee employment services. It is expected that the vast majority of this increase will be utilized for VESL and skill training necessary for refugees to obtain quality jobs. Skill training may be provided through classroom training or OJT, or both. DWD is particularly interested in developing the kinds of integrated language and skill training described in the CLASP study at [http://www.clasp.org/publications/LEP\\_report.pdf](http://www.clasp.org/publications/LEP_report.pdf)

### **3.2.1.1 Social Services – Employment and Training Program Examples**

Examples of the kinds of program activities that will be allowed include but are not limited to:

- a) Perform Job Development responsibilities for the refugee population. Assisting in the preparation of resumes and developing interviewing skills, and identify potential job opportunities. Market client skills by working directly with employers. Perform follow up with both the client and the employer after job placement. Market VESL opportunities to both the client and the employer.
- b) Bilingual skill training that provide technical skills that directly lead to entering the workforce (for example, Certified Nursing Assistant, Commercial Driver's License, forklift operator, etc.). Identify specific technical skills that will be trained. Skill training may not last for more than one year. Skill Training is designed for short-term and low-cost "classroom" type training programs for refugees, as well as customized skill training at the employment site or developed with specific employers. Training programs must reflect the needs of participants, as well as tie to locally available job market opportunities. Training areas may include a variety of occupational fields such as certified medical assistant, assembly, wood products, welding, CNC/machine tool operator, etc.

Skills training should focus on needed vocations in the community, and that once trained, contribute to immediate employment. These programs can be either purchased from another institution, such as the local technical college, or set up by the agency. For example, there is a growing need for Certified Nursing Assistants and Certified Medical Assistants in Wisconsin, especially for the elderly among the immigrant and refugee population.

If the immediate employment needs of arriving and welfare-dependent refugees have been met, Skills Training can also be offered to incumbent workers who are not earning a self-sufficient wage. Agencies who anticipate offering incumbent worker training must indicate how they will schedule instruction so that it does not conflict with current employment. They must also indicate how the training will provide for upgrade of current employment or movement up a career ladder.

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Programs are encouraged to demonstrate partnerships with Job Centers that will leverage the Workforce Investment Act program to augment a technical skills training program.

- c) On-the-Job Training (OJT) focuses on jobs involving the introduction of new technologies, production or service procedures; preparing to the workforce or upgrading to new jobs that require additional skills or workplace literacy. The employer can be in either the public or private sector. OJT provides knowledge or skills essential to the full and adequate performance of the job. The employer is reimbursed up to 50 percent of the wage rate of the refugee during a brief training period during the refugee's initial placement, with the expectation that the employer will hire successful trainees. The subsidy is provided by refugee agency. This training normally averages about three months and should extend for no more than a six-month period on an individual need basis. An analysis of the major job requirements (identified in the position description and performance plan) and related knowledge, skills, and abilities must be the basis for setting up an OJT plan. To be most effective, an OJT plan should include:
- The subject to be covered;
  - Number of hours;
  - Estimated completion date; and
  - Method by which the training will be evaluated.

To have a successful OJT program, a Job Developer needs to be assigned to each refugee involved in OJT. It is the responsibility of the Job Developer to plan training carefully and conduct it effectively.

- d) Re-credentialing Services. Many refugees have professional and technical skills which require documentation of past academic training and clarification of diplomas and foreign licenses. Re-credentialing services can include translation of prior documents, review of credentials by a qualified institution of higher education or professional association, work experience in the professional field, and job development services. All services must be provided in the context of a comprehensive employability plan, with a goal of employment within one year, with the opportunity for additional professional advancement.
- e) Vocational English as a Second Language (VESL), including VESL at the job site. Any VESL or ESL program must include pre- and post-testing using the BEST+ test and must have a method for regularly monitoring and reporting on progress. ESL is not a stand-alone service—any enrollee in ESL must also be employed, or enrolled in and concurrently receiving at least one other employment program component.

### 3.2.2 Social Services – E&T Response Items

Respondent agencies must include the following for as many of the following program components as you will offer. Depending upon the needs, size and other resources available (as determined in your planning process), it is anticipated that you will provide some or all of the following:

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- a) A description of the number of refugees in the service area eligible for employment and training services and the number to be served. Respondent agencies must describe a minimum of fifty active cases. Describe how you will identify new refugees, asylees, and those receiving W-2 or RCA assistance and help them move to self-sufficiency.
- b) Refugee social services must be closely linked with both the services of the W-2 agency and with the voluntary resettlement agency. Describe your coordination with other refugee self-sufficiency providers. Submit a copy of a Memorandum of Understanding with the local Wisconsin Works (W-2) and Food Stamp agency outlining mutual referral procedures, joint case management and ensure that both agencies are notified once employment is secured in order for appropriate follow up services to be provided. A sample MOU is contained as Attachment D.

Submit documentation that the applicant agency or consortium members include a local affiliate of an agency with a contract with the Department of State to provide refugee resettlement services- (Reception and Placement). The applicant agency must develop and submit with their response to this RFP a Memorandum of Understanding for the coordination of services with such a local affiliate if the applicant agency or consortium members do not provide refugee resettlement services. The voluntary agency need not be in the MOU if the population to be served is in the United State five years or less but there is no longer a local voluntary agency presence.

- c) Describe the types of jobs, and employers that you anticipate working with to place refugees into employment. Provide letters of support (from employers). Include a description of your SS employment and training goals, and complete Attachment E (Refugee SS Employment and Training Program Goals & Outcomes). Identify the number of refugees you project to place into full-time and part-time employment. Provide demographic detail (age and gender).
- d) Describe the skills training component. Who will you partner with to provide training? What types of skills/vocations will you train and why were these selected? How many refugees do you anticipate enrolling in the program? How many will enter employment upon the completion of training? If you will pay for students to attend regular vocational training classes, indicate how you will support them and meet their language needs to ensure their success.
- e) Describe the plan for On-the-Job Training. Describe how you will identify employers who have pledged to work with you on this program and include letters of support from employers who have already been identified. Describe the number and type of subsidized full-time and part-time positions. Describe your plan to provide language support to the trainees, including translated materials such as terminology, basic instruction and safety rules, and job related VESL at the work site or classroom setting. Describe your approach to encourage employers to retain the refugee employee after the wage subsidy is ended. Describe your method to evaluate the training.

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- f) Describe the English as a Second Language (ESL) and VESL training which refugees in your community will access. If you will be funding Vocational English as a Second Language, identify the vendor and their qualifications. How will participants be identified and enrolled? How will their initial level of proficiency be tested and progress monitored? How many participants will be enrolled? How many hours of instruction will be provided each week? How will the language training be meshed with the participant's employment goals, e.g. how will the curriculum be tailored to the specific language needed for employer partners or skill training programs?
- g) Describe the re-credentialing component (if applicable). Who will you partner with to re-credential refugees? What types of vocations do you anticipate being able to re-credential/certify? How many refugees do you anticipate enrolling in the program?
- h) Describe your consortium/agency services and measurable outcomes from these services. Projected outcomes must include the following items which will be included in Attachment E:
  - 1. number of refugees receiving case management/job coaching/job development
  - 2. number of refugees enrolled in World of Work Orientation
  - 3. number of refugees enrolled in OJT (Skills Training) and/or Customized Skills Training
  - 4. number of refugees completed OJT and/or Customized Skills Training
  - 5. number of refugees enrolled in ESL/VESL
  - 6. number of refugees completed at least one level of ESL/VESL classes.
  - 7. number of full-time job placements
  - 8. number of Grant Terminations
  - 8. number of job placements with at least 90 day retention
  - 9. number of job placements with health benefits

Please complete Attachment F to identify the overall allocation of funds for each employment service component and to identify the number of program participants by length of stay. This form will be used to evaluate how well agencies focus resources on recently arrived refugees.

## **Part 4: Refugee Employment Subsidy Program - Road to Work**

### **4.1 Program Description**

The Bureau of Migrant, Refugee and Labor Services (BMRLS) will provide grants from the Office of Refugee Resettlement (ORR) for Road to Work (RtW) which will be used to provide an employment and training program with a Vocational English as a Second Language (VESL) component, designed to meet the employment needs of Hmong, African, Meskhetian Turks, and other refugees with limited education, including women with little or no English or transferable job skills and work experience; and older youth (18-25) not in school. The purpose of this program is to help these new refugees rapidly achieve self-sufficiency and promote their social and economic stability.

The Road to Work program will focus on partnerships with employers to develop on-the-job training (OJT) with VESL in subsidized employment (primary focus), and, where situation are appropriate, a customized, short-term, bilingual skill training with VESL may be conducted. The skill training will be combined with essential math and Vocational English as a Second Language instruction which focuses on the specific vocabulary, concepts, and language used in that employment sector.

Allowable activities include:

(a) Perform Job Development, placement and support activities for the targeted refugee population. Identify refugees who are appropriate for enrollment in training. Identify transferable skills of the refugees and the unique workforce needs of local areas. Identify employer partners prior to the beginning of training. Perform follow-up with both the client and the employer including retention activities. Address cultural barriers to employment, arrange transportation and childcare, and resolve other barriers to the successful completion of training and subsequent job placement. . Identify ESL training opportunities for participants once employment is secured so they continue to develop basic English training skills and continue to seek other mainstream skills training opportunities. Assist participants with learning job skills, through volunteer work activities to help clients become acclimated to work life or other job skill development activity. Job Development services are not allowable as a stand-alone service but may be provided to support one or more of the following required training components. If an agency will use job development staff funded through other sources to make job placements, and will not be charging job development staff to this grant, the FTE and other funding that will be used must be specified.

(b) Lead an effective World of Work Orientation program designed to ease women and youth into the workforce. Provide access to support services to help the family unit cope with the stress that arise from the introduction of women in the family into the workforce. Refer clients to mental health supportive services as needed, including domestic abuse support groups. Ensure that each participant is enrolled in appropriate language training and monitor progress. Incorporate key English terms into all of the World of Work Orientation



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(c) On-the-Job Training (OJT) and VESL (primary focus) involves a subsidy/payment provided by the refugee agency to an employer for a brief training period during the refugee's initial placement. This training normally extends for a three-month period but may be for up to a six month period as needed. During this period, the employer receives a subsidy from the agency for part of the wages that are paid to the employee (the refugee participant). OJT costs are an authorized expense.

The Job Developer must determine the OJT contract specifics with the employer, including skills to be learned, hours to be worked, the person responsible for training and supervision, beginning wage, evaluation of progress, and amount and duration of the subsidy. Language support such as translated terminology, basic instruction and safety rules should be provided. Also, the bilingual job developer should organize job-related VESL at the work site or other site as feasible. If an employer is hiring only one or two employees, the bilingual Job Developer may provide job related VESL at the work site, or an ESL program may be established. These services can be either purchased from another institution, such as the local technical college or literacy organization, or conducted by the agency.

(d) Customized Skills Training with VESL component (optional). The industry or occupational area for training shall be determined by an analysis of local labor market needs in the community and skills and interests of the refugees. The training curriculum must be developed by the job developer and ESL program manager in collaboration with the employer. The skill training material, related math and core instruction shall be provided in the native language of the refugees. The length of training (up to six months) and the location (on the work site or offsite training facility) will also be determined by the employer and grantee. The VESL training is normally provided by contract through the local technical college, literacy council or other training provider. The bilingual customized skills training must lead to entering the workforce. Manufacturing and health care sectors of employment have substantial growth opportunities in Wisconsin, but placement is not limited to these sectors.

(e) Supportive Service. Agencies may propose supportive services needed to assist refugees in participating in employment. These may include such things as transportation, tools and equipment, but only to the extent that these are not provided by the W-2 agency. Case Management is a systematic, progressive method of screening, assessing and planning to assist the refugee family become self-sufficient. Services include intake, assessment, and development of an Employability Development Plan (EDP), or Family Self-Sufficiency Plan, information/referral, service arrangement, individual advocacy, follow-up and the continual monitoring and adjusting of the refugee's participation in such services.

Supportive services are not allowable as a stand-alone service but may be provided to support one or more of the training components. If the agency will rely on other funding or agencies for supportive service, specify the other funding and include a letter of support from the partner agency.

As a result of this project, the new and hardest to assimilate refugees will achieve self-sufficiency and become active and productive members of their new communities. As it

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was stated above, the refugees who have been in the United States for five years or less are eligible for the Social Services program. Non-citizen refugees with needs for special services which cannot be met with the formula social services funds are eligible for the Road to Work program, regardless of date of entry. This program services are not restricted to refugees arriving within the last five years. Social Services and Road to Work are employment related programs and designed to help refugees achieve rapid self-sufficiency. Organizations applying for both Social Services and Road to Work programs should clearly describe the enrollment method to each program and show that these two programs serve different clients, based on individual refugee needs assessment.

Applicants must outline a collaborative service delivery system which will include, at minimum, mutual assistance associations (MAAs), voluntary resettlement agencies, and TANF/W-2 agencies. Collaborations with community action agencies, Technical Colleges, Literacy Council, and the Workforce Development Boards are strongly encouraged.

The agencies applying to operate RtW program must identify culturally competent, bilingual job development/case management staff and must demonstrate the knowledge of their area's unique labor market needs.

As indicated in Section 2, the agencies must establish a coordinated case management service delivery system. This will specify how the W-2 program will refer potential enrollees and how the case managers will identify those who are appropriate for enrollment in training by assessing the level of education, including the level of English language skills, transferable job skills and the barriers to effective employment. The proposal must also indicate if W-2 Trial Jobs will be used to support job placement.

The case managers must determine which type of training is suitable for the refugee: On the Job Training with VESL or the Customized Skills Training with VESL. The agencies also must coordinate with the Workforce Investment Act (WIA) program for further occupational skills training.

The agencies must identify employer partners prior to the beginning of training and collaborate with the ESL instructor and the employer to develop the training curriculum.

Each participant must have an Employment Development Plan that includes the spouse. Supportive services, including transportation, child care, FoodShare, and medical assistance shall be a part of the families' self-sufficiency plan.

The applicant agencies must establish a Memorandum of Understanding (MOU) with the W-2 agency, voluntary resettlement agencies, and MAA. If not included in the applicant agency or consortium, MOUs with other workforce development agencies are also encouraged.

### 4.2 Road To Work (RtW) Response Items

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### a) Target Audience

Describe the population to be served, including the number to be enrolled, the referral and selection process, and the priorities for service. Indicate the language(s) and anticipated educational levels of the population to be served.

### b) Program Design:

- Describe the plan for On-the-Job Training with VESL. Describe how you will identify employers who have pledged to work with you on this program and include letters of support from employers who have already been identified. Describe the number and type of subsidized full-time and part-time positions. Describe your plan to provide language support to the trainees, including translated materials such as terminology, basic instruction and safety rules, and job related VESL at the work site or classroom setting. Describe your approach to encourage employers to retain the refugee employee for at least three months after the wage subsidy has ended.
- Describe the Customized Skills Training with VESL. Who will you partner with to provide training? What types of skills/vocations will you train and how were these selected? How will you develop the training curriculum and the VESL component? How many refugees do you anticipate enrolling in the training and how many will complete? Indicate the anticipated number of hours of instruction and the class size. If services will be contracted, submit a letter of support from the local technical college, literacy council or other training provider which identifies their role in providing services. Provide letters of support from area employers stating their willingness to put forth a good faith effort to hire those who successfully complete training.
- Describe any support services (uniforms, transportation, child care, etc.) that will be offered to refugees participating in the program.

Projected outcomes must include the following items which will be included in Attachment G:

- a) number of refugees receiving case management/job coaching/job development
- b) number of refugees to be enrolled in World of Work Orientation
- c) number of refugees to be enrolled in On the Job Training (OJT) and/or Customized Skills Training
- d) number of refugees completing OJT and/or Customized Job Training
- e) number transitioning to unsubsidized job placements (Grant Terminations)
- f) number of job placements with at least 90 day retention
- g) number of job placements with health benefits
- h) number of refugees to be enrolled in ESL/VESL
- i) number of refugees completing at least one level ESL/VESL

Please complete Attachment F to identify the overall allocation of funds for each employment service component and to identify the number of program participants by length of stay. This form will be used to evaluate how well agencies focus resources on recently arrived refugees.

## **Part 5: Budget and Budget Justification**

### **5.1 Budget Requirements**

Agencies should provide a program budget which does not exceed the allocations provided in Attachment H and which is reasonable for the activities proposed and the number to be served. Applicants may move allocated funds from social services support services to social services employment and training, or vice versa, but they must justify this change in priorities based upon the needs identified in their planning process. Agencies are not required to provide local cost share, but are encouraged to identify other resources which will be utilized to help support refugee programming.

### **5.2 Budget Response Items**

Describe direct costs and any out-of-the-ordinary costs in the budget narrative. All costs must be reasonable, allowable, and necessary in order to carry out program activities described in the plan. Joint costs must be budgeted in accordance with the agency's written cost allocation plan. Indirect costs are allowable only if an agency has an indirect cost rate negotiated and approved by a federal cognizant agency. Administrative and Direct costs must be limited to costs essential to operating refugee programs under this contract.

Agencies that contract for services either as a consortium or purchase of service contracts, must identify the total amount of contracted services in the budget narrative and on the Budget form (Attachment H). In addition, for contracts of more than \$20,000 include a supplemental copy of Attachment H for each subcontract or consortium member. Identify the sub-grantee name and the service at the top of each copy of Attachment H.

Develop an annual budget narrative which clarifies the expenses in the budget form (Attachment H ). Include all projects for which you are applying for under this RFP. Project and agency totals must be accurate.

- a) Enter the total funds requested (not including local cost share) in the last row of the Refugee Agency Budget form (Total Budget for 2007). Specific columns are provided for project categories in this RFP, and columns are provided for you in order to identify other agency funding which supports refugee programs. This enables reviewers to understand how jointly-funded positions can be maintained and helps them assess the agency's strength in supporting refugee programs.
- b) Include the names of staff (if known), along with their position/title and language capabilities. If the projected staff position is vacant, identify the position title, project the language capability of the position, and allocate costs appropriately. The total FTE's of staff and contracted interpreters should reflect the language needs of the target populations.

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- c) Staff allocations must reflect the amount of time that staff will spend on these project activities. Indicate the percentage of time (Full Time Equivalent or FTE) for the amount of time the position is expected to work on services to refugees/former refugees from all funding sources.

Examples:

- 1) A full-time employee who provides employment services to refugees and former refugees using funds from the Social Services, Targeted Assistance Employment and Training and Employment Subsidy grant programs would be 1 FTE.

Allocate by staff dollars for each program component, based on how much time the employee will spend on each project. A full-time employee could possibly work 50% in the Social Services program, and 50% in the TAG Road to Work program. This full-time employee's wage would be divided across all three programs.

- 2) A full-time employee that work 60% with the Road to Work and 40% managing other programs unrelated to this grant or target population would be .6 FTE.

- 3) A half-time employee who works entirely in refugee programs would be .5 FTE.

- d) Funding provided to members of the consortium, or to subcontracted vendors, should appear as contracted services in the budget of the lead agency. Include an additional budget form for each consortium member to clarify their budgeted costs.

## Part 6: Selection and Award Procedures

Proposals that meet eligibility criteria (see Section 1.3) and submission requirements (see Section 1.7) will be evaluated and ranked against other applicants in each region. Applicants for funding under the Road to Work program will be ranked on a statewide basis. Competing applications will be reviewed and evaluated according to the following criteria:

### 6.1 Criteria

For Social Services Case Management and Employment and Training Service, each geographic area constitutes a separate competitive process for each program component. Respondents for a geographic area are only in competition with other respondents for that same geographic area and service component. Agencies are not required to propose to provide all available program components and will not accumulate additional points if they do so.

The proposals will first be reviewed to determine if minimum submission requirements are met. Failure to meet minimum submission requirements may result in the proposal being rejected. In the event that all respondents do not meet the minimum submission requirements, the Department reserves the right to continue the evaluation of proposals and to select the proposal which most closely meets the requirements specified in this RFP. The determination of whether a variance to this RFP is substantive shall reside solely within the Department.

### 6.2 RFP Points Available per Section

The total number of points available per section is in the right-hand column. All response Items must be clearly described in order to get maximum points.

	Response Item Description	Points
<b>Section 2</b>	<b>Agency Capabilities (all respondents must complete)</b>	<b>100</b>
2.1	Organization Description and Structure	
	The agency has demonstrated successful experience in serving refugees and/or the Limited English Proficient population. The plan for subcontracting services assures quality service.	10
2.2	Consortium Arrangements—Required and Rated only for applicants proposing SS and E&T Services	
	Applicant proposes a consortium of agencies whose combined resources and staffing plan will be able to meet the language and service needs of all of the refugees in the geographic area to be served. Consortium has a clear management plan for jointly planning services and allocating resources. Planning process includes refugee input and centers upon refugee needs. Agencies have a clear plan for assuring that language resources will be shared among agencies to ensure that all refugees have access to services in their language. The agency's organizational	25*

## Refugee Services Request for Proposals

	<p>chart is included.</p> <p>Five bonus points if Consortium includes at least one MAA and one VOLAG.</p>	
2.3	<p>Coordination and Collaboration</p> <p>Description of the agencies plan to coordinate services with other service providers is clear and complete. Key agencies, such as W-2, VOLAG, schools, MAA, refugee-run organizations which represent all refugee populations, health agency, WDB, technical schools and literacy councils are included.</p>	25
2.4	<p>Quality Assurance/Monitoring/Reporting</p> <p>Description of client eligibility/establishing case files/managing cases is complete. Applicant has a clear system for monitoring the quality of service, which includes systems to assure outcome goals are met. Refugee input is included in the system for assuring quality.</p>	10
2.5	<p>Staffing and Personnel Systems</p> <p>Applicant describes a staffing and personal system which will assure continued availability of high quality, fully-trained, bilingual staff who speak the languages of targeted refugees. The agency clearly describes the employee performance evaluation process.</p>	10
2.6	<p>Need for Proposed Services and Target Population</p> <p>The agency has conducted a comprehensive planning process which included input from refugees and wider community. There is a clear description of the unmet needs to be targeted.</p>	20
<b>Section 3</b>	<b>Refugee Service Programs (These points will be used only for evaluating agencies that apply for social services and employment and training)</b>	<b>200</b>
3.1	<p>Refugee Social Services – Case Management &amp; Supportive Services</p> <p>The agency's plan clearly describes the recruitment process of W-2 and RCA recipients in Social Services program. The coordination with other refugee self-sufficiency providers, including W-2 agency, voluntary resettlement agency, and SS E&amp;T agency is clearly worked out.</p> <p>The case management is client oriented. The application clearly describes appropriateness of the performance measures to the project activities. Outcomes are measurable and obtainable with the planned resources.</p> <p>The description of the citizenship assistance program includes the number of refugees to be served, particularly those over the age of 55.</p>	80
3.2	Refugee SS E&T Program	

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3.2	The agency describes a clear plan to identify W-2 and Food Stamp recipients and engage them in services. Coordination with the W-2 agency and WDB will assure clients have access to community employment services in an efficient fashion. The proposed program services to be provided to these refugees are based on the assessed needs.	20
3.2	The application has a clear description of the types of jobs, employers, and employment goals. Letters of support from employers are submitted	30
3.2	The skills training plan is comprehensive. The skills to be taught are appropriate to the local economy and the refugee population. Applicant has clearly identified partner employers. Any proposed provider of ESL has experience with this service and has a system for pre-post testing and monitoring progress. The ways of enrollment program participants in the English as the Second Language classes are clearly identified. The hours of instruction are clear and appropriate for the need and budget.	40
3.2	Outcomes are likely to be reached through the program activities. Proposed outcomes are measurable and achievable within the grant project period and budget amount.	20
3.2	The agency identified the overall allocation of funds to each program component as well as the number of program participants by length of stay. Attachment F is completed.	10
<b>4</b>	<b>Refugee Employment Subsidy Program – Road to Work (These points will be used only for agencies that apply for Road to Work funds)</b>	<b>180</b>
4.2	The program appropriately targets difficult to serve, dependent refugees, especially women and young adults. The referral and selection process is clear. The proposal appropriately addresses the language(s) and educational levels of the population in the area to be served.	20
4.2	The plan for On-the-Job Training or Customized Skill Training with VESL is clear and complete and includes at least some employers who have pledged to work with applicant organization on this program. The description includes information about the transferable skills of program participants and how these skills will be combined with the industry and occupational needs of the area. Training targets industries with substantial employment opportunities in the community.	30
4.2	Description of the partner(s) who will provide training is provided. The partners have successful experience in providing skills training to LEP populations and developing bilingual curricula.	30
4.2	The proposed provider of ESL has experience with this service and has a system for pre-post testing and monitoring progress. The ways of enrollment program participants in the English as the Second Language classes are clearly identified. The hours of instruction are clear and appropriate for the need and budget.	30



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4.2	Description of any support services includes information on who will receive these services and how these services will help the program participants to obtain the stable employment. Coordination with other agencies to maximize utilization of community resources is demonstrated. The funding source(s) through which these services will be available is/are indicated	20
4.2	Outcomes are likely to be reached through the program activities. Proposed outcomes are measurable and achievable within the grant project period and budget amount.	30
4.2	A copy of the signed MOU with W-2 agency, WDB, voluntary resettlement agency and MAA is submitted. The attachment D1 is completed and submitted with the MOU.	20
<b>5</b>	<b>Budget and Budget Justification</b> The budget and narrative justification are reasonable, clearly presented, and cost-effective in relation to the proposed activities and anticipated results.	<b>50</b>  50

## **Part 7: Application Packet Instructions**

### **7.1 Submission Checklist**

The Submission Checklist (Attachment I) should be the top page of your application package. Complete it after you have finished the application, arranged it correctly, and numbered each page according to the order listed on the Cover Page form.

- Item 1. Enter the name of the agency submitting this application.
- Item 2. Enter the name of the region(s) in which services will be provided.
- Item 3. Indicate the program components for which you are applying.
- Item 4. Initial that you submitted each corresponding section of your application

### **7.2 Application Summary**

**APPLICANT AGENCY NAME:** The applicant agency is the eligible applicant and a legal entity (corporate body) which assumes the liability for the administration of the funds and is responsible to the Department of Workforce Development for the performance of the project activities. The applicant agency name should be the same name as the legal agency name. The applicant can be part of a consortium of agencies but it will be the responsible entity.

**STREET ADDRESS, CITY, ZIP CODE:** Enter the street address, city and zip code of the applicant agency (the location at which the applicant agency resides).

**MAILING ADDRESS, CITY, ZIP CODE:** Enter the mailing address, city, and zip code of the applicant agency if different than the street address (to be used for sending grant agreements, correspondence, payments, and other related mailings).

**CONTACT PERSON:** Enter the name of the applicant agency's contact person responsible for this project who can answer any questions which may arise in the course of the grant review process or grant period.

**TITLE:** Enter the title of the contact person.

**CONTACT PERSON'S PHONE NUMBER:** Enter the telephone and fax number and e-mail address of the contact person.

**AGENCY'S CALENDAR/FISCAL YEAR:** Enter the month and day that the applicant agency's calendar/fiscal begins and ends. (For example: from January 1 to December 31; from July 1 to June 30; from October 1 to September 30).

**GRANT ADMINISTRATOR:** Enter the name of the Grant Administrator for your proposal.

**GRANT ADMINISTRATOR'S PHONE NUMBER:** Enter the telephone and fax number and e-mail address of the Grant Administrator.

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**LEGAL STATUS OF APPLICANT AGENCY:** Check the box that identifies the applicant agency's legal status. If other, please specify.

**FEDERAL EMPLOYER IDENTIFICATION NUMBER:** Enter the applicant agency's federal employer identification number.

**DATE:** Enter the date you have completed the application.

**NAME, TITLE, AND SIGNATURE OF AUTHORIZED OFFICIAL OR OWNER:** Enter the required information. The individual named must be authorized to enter into legal and binding agreements on behalf of the applicant agency.

**AREA TO BE SERVED:** Enter the names of counties in which this application proposes clients will be served.

**TOTAL NUMBER OF ELIGIBLE REFUGEES.** Enter the documented **total** number of eligible refugees that the program anticipates serving in your area.

**SUMMARY OF PROPOSED PROJECT(S).** Include (an approximately) one-page summary of the proposed project, including your agency qualifications, the target population and needs, services to be provided, and outcomes to be achieved. Include all refugee components that you are responding to.

### **7.3 Project Narratives**

Include a program narrative that describes each of the Response items. Number each response item as indicated in this Request for Proposals.

All respondents must include a narrative which addresses all of the response items in Section 2 and the Budget in Section 5, along with at least one Refugee Program Description as indicated in either Section 3 or Section 4 (or both). Respondents who are proposing to serve more than one region or provide more than one service component do not need to repeat information for each area or component. They need to clearly indicate which Region(s) they will serve and complete all Response Items for EACH program component for which they are applying.